

## Message Text

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ACTION AF-18

INFO OCT-01 ISO-00 RSC-01 DRC-01 /021 W

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P 071725Z MAY 74

FM AMEMBASSY BAMAKO

TO SECSTATE WASHDC PRIORITY 8919

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STADIS////////////////////////////////////

FOR ASSISTANT SECRETARY EASUM OR JOHN LOUGHRAN, AF/W

E.O. 11652: N/A

I WOULD LIKE TO SEND FOLLOWING CABLE, BUT DO NOT WISH  
UNNECESSARILY TO PUT CAT AMONG PIGEONS. SINCE I DO  
NOT KNOW STATE OF DELIBERATIONS IN WASHINGTON, WOULD  
APPRECIATE YOUR COMMENTS BEFORE I SEND CABLE IN OPEN.  
FURTHER, I SUSPECT MOST OF MY SAHELIAN COLLEAGUES  
SHARE MY VIEWS TO SOME EXTENT, AND I WOULD, THEREFORE,  
PROPOSE TO SEND MESSAGE AROUND THE CIRCUIT, UNLESS YOU  
THINK SO DOING WOULD RAISE AID HACKLES.

BEGIN TEXT:

SUBJECT: ASSIGNMENT OF LIVESTOCK PROJECT OFFICER

REF: DAKAR 2228

1. I HAVE DELAYED RESPONDING TO REFTTEL PROPOSING THE  
PERMANENT ASSIGNMENT OF JAMES GRAHAM TO BAMAKO AS LIVESTOCK  
PROJECT MANAGER, UNTIL A) AUTHORIZATION FOR MALI WAS A  
FACT AND B) I COULD APPRECIATE THE POSSIBLE SCOPE OF  
MEDIUM TERM LIVESTOCK EFFORT AND ITS IMPLICATIONS FOR  
MANAGEMENT OF LIVESTOCK PROGRAM. IT IS NOW APPARENT THAT IF  
THE RECOMMENDATIONS OF THE LIVESTOCK TEAM ARE ACCEPTED  
WE WILL HAVE IN THIS COUNTRY A LIVESTOCK PROGRAM OF A MAGNITUDE  
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CONSIDERABLY BEYOND THAT WHICH WAS ENVISAGED IN INITIAL

AUTHORIZATION. THIS SITUATION, HOWEVER, BRINGS SHARPLY IN FOCUS THE NEED TO EXAMINE THE ORGANIZATION AND ADMINISTRATION OF AID PROGRAMS IN MALI AND PRESUMABLY THROUGHOUT THE SAHEL.

2. I AM AWARE THAT THE ORGANIZATION FOR ADMINISTERING MEDIUM TERM PROJECTS IS UNDER STUDY IN WASHINGTON. I WOULD LIKE THEREFORE TO SUBMIT MY SUGGESTIONS AS TO HOW THIS EMBASSY AT LEAST MIGHT BE ORGANIZED FOR THE FUTURE. AT THE PRESENT TIME RESPONSIBILITY FOR AID MATTERS IN GENERAL IS DIVIDED BETWEEN EMBASSY OFFICERS WHO FOLLOW THE SO-CALLED REGULAR AID PROGRAMS IN COORDINATION WITH RDO DAKAR AND THE R&R OFFICER WHO REPORTS DIRECTLY TO WASHINGTON ON DROUGHT RELIEF MATTERS. THE ADDITION OF A LIVESTOCK PROJECT MANAGER AS CURRENTLY PROPOSED WOULD ADD A THIRD CENTER OF RESPONSIBILITY ON AID MATTERS IN THIS EMBASSY. I FIND THIS SITUATION TO BE ANOMALOUS. IT IS APPARENT THAT GIVEN THE MAGNITUDE OF THE AID PROGRAMS IN EXISTENCE AND PROJECTED IN MALI, THE NATURE OF THE WORK OF THIS MISSION IS UNDERGOING A QUALITATIVE CHANGE. THE PROBLEM THEREFORE IS TO DEVISE AN ORGANIZATION STRUCTURE THAT WILL PERMIT THE BEST ADMINISTRATION OF THE AID PROGRAMS WITH A MAXIMUM ECONOMY OF PERSONNEL. I WOULD PROPOSE THEREFORE THE ESTABLISHMENT IN THE EMBASSY OF AN INTEGRATED AID SECTION RESPONSIBLE TO THE AMBASSADOR FOR THE ADMINISTRATION OF ALL AID PROGRAMS. THIS ORGANIZATION WOULD ASSURE FULL COORDINATION OF ALL AID PROGRAMS IN COUNTRY AND ENSURE THAT THERE WAS A FULL APPRECIATION OF CONDITIONS PECULIAR TO MALI WHICH AFFECT THE DEVELOPMENT AND EXECUTION OF THE PROJECTS. FURTHER IT WOULD ENSURE THAT THE AMBASSADOR IS FULLY INFORMED IN A TIMELY FASHION OF ALL ASPECTS OF BOTH THE DEVELOPMENT AND EXECUTION OF THESE PROGRAMS AND THEREBY BE ABLE TO MEET HIS RESPONSIBILITY, AS OUTLINED IN THE PRESIDENT'S LETTER OF DECEMBER 9, 196, FOR ALL ACTIVITIES CARRIED OUT BY THE AMERICAN GOVERNMENT IN MALI. I WOULD ENVISAGE THAT THIS SECTION WOULD BE ABLE TO CALL UPON THE TECHNICAL EXPERTISE AVAILABLE IN REDSO AND RDO. I WOULD ANTICIPATE, HOWEVER, THAT THE AID SECTION WOULD

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REPORT THROUGH THE AMBASSADOR DIRECTLY TO WASHINGTON AND THAT THE PERSONNEL OF THE SECTION WOULD BE INTEGRAL PART OF THE COUNTRY TEAM.

3. TO TAKE ACCOUNT OF THE REGIONAL ASPECT OF AID PROGRAMS IN WEST AFRICA, MY PERSONAL VIEW IS THAT THIS EMBASSY WOULD, ON A SYSTEMATIC BASIS, SEEK FROM REDSO/RDO THEIR OVERALL POLICY VIEWS. IN ADDITION, I

WOULD EXPECT REDSO/RDO TO INFORM WASHINGTON OF THEIR VIEWS ON IMPORTANT SUBJECTS TO ENSURE THAT WASHINGTON HAS THE BENEFIT OF ALL RELEVANT OPINION.

4. AS FAR AS STAFFING IS CONCERNED, I WOULD THINK THAT INITIALLY THE PRESENT AND PROPOSED STAFF OF THE R&R OFFICER AND THE LIVESTOCK PROJECT MANAGER (PLUS THE TECHNICAL ADVISOR PROPOSED BY THE LIVESTOCK TEAM) WOULD BE SUFFICIENT IN NUMBER PROVIDED A SATISFACTORY MANAGEMENT STRUCTURE CAN BE DEVELOPED. IF EXPERIENCE PROVES THAT THE WORKLOAD IS TOO HEAVY, THE QUESTION OF ADDITIONAL PERSONNEL COULD BE EXAMINED FURTHER.

5. WITH RESPECT TO THE PERMANENT ASSIGNMENT OF MR. GRAHAM, WHOM I FIND EMINENTLY ACCEPTABLE, I FEAR THAT SUCH AN ASSIGNMENT AT THIS TIME WOULD PREEMPT MANAGEMENT DECISIONS CURRENTLY UNDER DISCUSSION IN WASHINGTON AND WOULD FORCE AN ORGANIZATIONAL STRUCTURE ON THE EMBASSY WITHOUT ADEQUATE CONSIDERATION OF ITS IMPLICATIONS. I DO NOT, THEREFORE, FEEL THAT I CAN CONCUR IN MR. GRAHAM'S PERMANENT ASSIGNMENT UNTIL I KNOW WHAT HIS TERMS OF REFERENCE AND REPORTING CHANNELS ARE TO BE. I RECOGNIZE HOWEVER THE NECESSITY FOR A PROJECT MANAGER TO BE ON THE SPOT IN THE NEAR FUTURE. I UNDERSTAND THAT MR. GRAHAM HAS HOMELEAVE ORDERS AND IS PLANNING TO RETURN TO THE U.S. SHORTLY. I WOULD SUGGEST THEREFORE THAT HE COULD BE ASSIGNED TO BAMAKO ON A TDY BASIS, BRING HIS FAMILY HERE AND PERHAPS TAKE HIS HOMELEAVE WHILE THE OVERALL ORGANIZATIONAL PROBLEM IS BEING RESOLVED.  
MCGUIRE

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## Message Attributes

**Automatic Decaptioning:** Z  
**Capture Date:** 01 JAN 1994  
**Channel Indicators:** n/a  
**Current Classification:** UNCLASSIFIED  
**Concepts:** LIVESTOCK, COMMUNICATIONS TRAFFIC, PERSONNEL ASSIGNMENTS, AGRICULTURAL PROGRAMS, ORGANIZATION & MANAGEMENT, PROGRAMS (PROJECTS)  
**Control Number:** n/a  
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**Disposition Authority:** MorefiRH  
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**Disposition Reason:**  
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**Document Unique ID:** 00  
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**Film Number:** D740110-0565  
**From:** BAMAKO  
**Handling Restrictions:** n/a  
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**Legacy Key:** link1974/newtext/t19740570/aaaackcs.tel  
**Line Count:** 145  
**Locator:** TEXT ON-LINE, ON MICROFILM  
**Office:** ACTION AF  
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**Subject:** ASSIGNMENT OF LIVESTOCK PROJECT OFFICER  
**TAGS:** ACOM, APER, EAID, EAGR, ML, US, (GRAHAM, JAMES)  
**To:** STATE  
**Type:** TE  
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